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An analysis on Job satisfaction in context of Viyellatexgroup LTD.

By

Tanvir Ahmed
ID: 0730183

An Internship Report Presented in Partial Fulfillment
Of the Requirements for the Degree
Bachelor of Business Administration

INDEPENDENT UNIVERSITY, BANGLADESH
April, 2012

An analysis on Job satisfaction in context of Viyellatexgroup LTD.

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Has been approved

April, 2012

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April 22, 2012

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Subject: Submission of the internship report.

Dear Mam,

With due respect, I, Tanvir Ahmed, ID: 0730183, would like to inform you that, it is a great pleasure for me to submit the report on “Job satisfaction in context of Viyellatexgroup Ltd, as an internship report for the degree Bachelor of Business Administration.

I firmly believe that, this report will be able to meet your approval. I would genuinely appreciate to make further corrections where it seems necessary by you. Your kind advice will encourage me to conduct more research on job satisfaction in future.

Yours sincerely,

Tanvir Ahmed
ID: 0730183

Acknowledgement

Definitely all praises be to Allah. So, first of all, I express my deep gratitude to the Almighty Allah who created and nurture us in this transitory world. I also have to put my heartfelt respect and gratitude for His kindness and help that were provided to me to complete my assigned report on the topic “Job Satisfaction of Viyellatexgroup Limited’.

I would like to thank my honorable Faculty, Ms. Farzana chowdhury” for asking me to prepare this report and for providing me proper guidance to work on this company analysis. It is an opportunity for me to translate into action the directives of my learned instructor and prove my worth in the preparation of the report confidently. I gathered a lot of knowledge and information and practical experience while working on it. I really want to express my heartiest gratitude to him for his valuable advice and time that he gave me, which helped me prepare this company analysis.

I am very grateful to Md. Samsul Kabir Anjan, Senior Executive corporate finance & accounts Viyellatex Ltd. Gazipura where I completed my internship program and all the employees of VTL, for their hearty co-operation in the learning process about Viyellatex Ltd. Corporate Job satisfaction in particular. I would also convey my thanks to all the employees for their beloved manners and attitudes shown to me during the program.

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Executive Summary

RMG (Ready Made Garments) plays a vital role in underpinning the economic development of our country. In the backdrop of Financial Sector Reform Policy streamlining the country's economy, Viyellatex LTD has achieved great success in all areas of operations with ultimate objective of improving the socio-economic development of the country.

This study attempts to evaluate job satisfaction of the officers of the Viyellatex LTD. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of officers. It also investigates the impacts of Reward & Recognitions, Customer focus, Organizational culture, Organizational Trust and Team work on the attitudes toward job Satisfaction. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. The officers of Viyellatex LTD. have higher levels of job satisfaction and they enjoy better facilities and supportive work environment. Team Work is found as the second most important factor affecting job satisfaction.

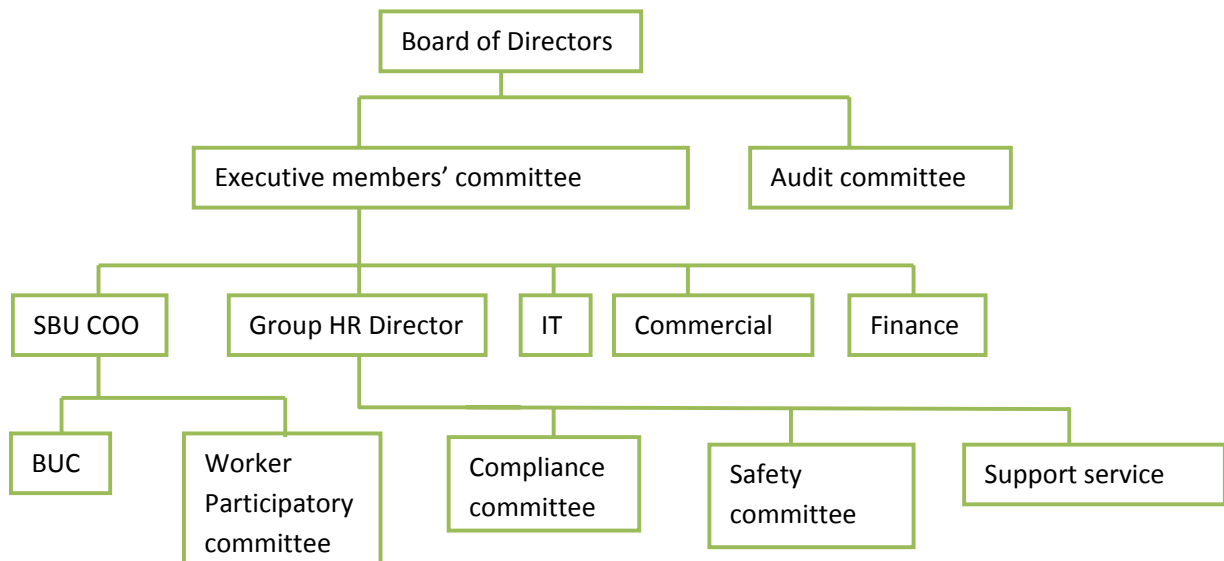
1.0 Introduction

VIYELLATEX group is a rapidly growing multi dimensional organization in Bangladesh. Within a very short period of time, the organization has earned a solid reputation both locally and globally in the textile and apparel sector. With a fully vertical integrated setup, the group has since spread out to other ventures- tea production and logistics management services. With its state-of-the-art technology and a highly competent management team, the group has successfully etched its brand name worldwide as a reliable manufacturer of textile products. Products of VIYELLATEX group reach worldwide today. While VIYELLATEX remains a 100% export-oriented organization, the company vision remains focused towards uplifting Bangladesh on a global scale. Since Viyellatex is a labor based organization, the focus of the study is to measure the job satisfaction level among the employees working over there.

1.1 Organization overlook

VIYELLATEX is an organization of eight different strategic business units; of which, two (Logistic Management Systems Ltd. and Ruthna Tea Estate) have been launched in the reporting year and thus, it expanded both vertically and horizontally. The core business unit is VIYELLATEX GARMENTS LIMITED which is a knit apparel manufacturing factory. There are separate units for yarn, fabric & accessories as well as printing and woven garments. The group is also planning to expand into ship building in the near future and thus contribute more to the national economy. With the current capacity, VIYELLATEX GROUP employs approximately 13,000 employees. As a worker friendly organization the group is committed to pay at least twenty percent more wages than the legal government requirement and thus, helps the workers to have a better lifestyle. Moreover, annual profit sharing scheme with the workers is

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Oregano gram of Viyellatexgroup LTD.

Also put into action and thus the organization celebrates its success with the workers and makes them feel like owners of the company. As a compliant factory, free lunch is provided for all the employees of the group. Hence a congenial relationship is maintained with the workers promoting an excellent work environment.

The group has launched a '0-5 Year Child Health Clinic', conducted quarterly 'eye camps' to serve the poor, sponsored expensive medical machineries and endowment fund to a rotary club, donated garments to the workers, established an auditorium in a local school etc. on its endless endeavor to serve the society. Recently, an IT Lab was established in the Faculty of Business Studies of University of Dhaka.

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This year, the annual turnover is around \$200 million which is an increase of 33% on the last year's revenue. The group has also achieved a number of awards and thus earned recognition in the global arena. The group is very sincere about the effect of its operation on the environment. Therefore, it tries to lessen the harmful impact on environment as much as possible. Keeping that in mind, the group has been practicing several processes such as: treating toxic water and reusing treated water, harvesting rain water, recycling waste etc. Recently a new factory is being built which will have a capacity of one thousand employees. The specialty of this factory is that it is going to be the first carbon neutral factory in Bangladesh. Thus the company is proud to be aligned with the green initiatives being taken all around the globe.

The market is becoming more competitive everyday but the organization believes that with the innovative planning and strong management team, the group can boost its position in the market. It is the innovations and changes with time that have kept the company on course. The group believes that all these efforts described above, can help fulfill its vision: To be the most regarded company in Bangladesh by 2015.

1.2 Vision

"To be the most regarded company in Bangladesh by 2015".

1.3 Mission

- Provide on time quality services
- Concentrate on employee welfare
- Friendly working environment through open communication & mutual respect
- Encourage initiative, innovation and teamwork
- Committed for cleaner and greener environment

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1.4 Values

- Customer satisfaction
- Commitment
- Integrity
- Fairness
- Innovation
- Environment

Description of the department

1.5 Corporate finance & Accounts

The Finance Department is operational for carrying out six important functions. They are:

- **Audit:** There are three audits that are carried out under this function. One of them is for inventory which can be done on a regular or periodic basis. This is done in presence of external auditor. Inventory audit also check SAP information with physical goods. Salary audit and Bill/Payment audits are also conducted.
- **Budget:** For preparing the budget, at first, the cost centers are identified and then a quarterly cost center budget is prepared. Actual data are compared with the forecast made earlier. After the preparation of the budget, performance (variance) analysis is conducted.
- **Sales Reconciliation:** To begin with, the monthly sales data from the Sales Department (SD) is collected and SAP data reconciliation is conducted. After that, discrepancies are sent back to SD for clarification and correction. Then, the sales proceeds are realized. Monthly sales proceeds realization data are obtained from the banks for this step. Bank reconciliation is also conducted under this step.

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- **Salary and Overtime Payment:** The total salary amounts to an estimated BDT 5.5 crores per month. This amount has been calculated after summing up the salary for both management stuff and non management stuff. There are 2 salary sheets that are maintained. There is also a treasury which approves the bills for procurement and vendor payment.

1.6 Workings

During the internship period I was working at the finance department. My main responsibilities were to download the bill payment invoices from the SAP system and formulate them if there any discrepancies between the charges that are posted at the system and the one sent by the bank.

Partially I worked at the bank reconciliation part of HSBC bank as it is one of the major transaction partners of Viyellatex. I also worked at the Audit department for bill checking, Salary sheet checking, Agreement checking with different clients.

1.7 Problem identification and recommendations

During my work period I feel the lack of available resources. I was unable to get any help from the employees working there. All of them were busy with their own work. An other thing is lack of space. Due to inefficiency of Support service department it took them ten days to arrange a computer for me and as well as for the other intern who were working there.

Viyellatexgroup LTD. Has all the resources needed for an organization to go beyond the limits. If they can make proper utilization of there resources. Especially the inter-connection between the departments has to the strong. All the departments should maintain a proper link-up system as they are a hundred percent Complacence Company. In my point of view I think corporate finance & accounts department is lacking in man power. So company should look forward to

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recruit some new executive especially for Audit department. If all the above mentioned problems are identified and properly taken care off, it will help the company in the long run.

2.0 Statement of the problem

The main problem of the study is to improve the TQM practice in order to enhance the job satisfaction level of the employee in an organization. This research paper basically focuses on the degree of impact in which the implementation of TQM practices generates benefit of the employees in Villatex Textile. It will also be seen that TQM tool can used to quantify the way the business functions. There will also be the measurement of the relationship between TQM and employees job satisfaction.

3.0 Purpose of the study

The purpose of this investigation is four-fold. Firstly, to identify a set of soft TQM principles that would prove to be an effective guide in the measurement of employees' job satisfaction.

Secondly, to present a model as a systematic way to measure the extent of impact employees' perceptions have in relation to the implementation of soft TQM practices on employees' job satisfaction, which have become an integral component of an organization where job satisfaction is vital. Thirdly, it is to explore the relationship between TQM practices and job satisfaction and lastly, to assess which TQM practice is strongly associated with Job Satisfaction?

4.0 Review of the related literature

4.1 Reward and recognition

This principle can be defined as benefits, such as increased salary, bonuses and promotion resulting from the annual review of performance, which is conferred for public

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acknowledgement of superior performance with respect to goals (Juran and Gryna, 1993). This construct was measured by a five-item scale adopted from Zhang et al. “The reward & Recognition strategy is a set of guiding principles which aligns all forms of reward and recognition to the business strategy in order to clarify “The deal” and to motivate and recognize desired performance and behaviors’.” According to Colin Pitts *et al.* (1995) reward is the benefit that arise from performing a task, rendering a service or discharging a responsibility. In general, the principal reward is pay. Besides the pay, employers also quite often offer the whole reward package that include not only wages and salaries but many other rewards such as bonus, pension scheme, health insurance, allocated cars, and mortgage assistance, beneficial loans, subsidized meals, and profit sharing, share schemes, share options and so on. There are two kinds of rewards including: intrinsic rewards and extrinsic rewards. Intrinsic rewards are the satisfaction or accomplishment an employee gets from the job itself. For example, an employee works overtime because he or she likes the job that he or she is doing. He or she also motivates with the challenging project, the opportunities for learning and personal growth from the project (Pitts *et al.*, 1995). A survey of IT professionals working in state agencies and universities of Louisiana, USA, conducted in 2002, showed that employees were mostly satisfied with intrinsic factors, such as: the technical aspects of the work and working with new technologies, the intellectual challenge and creativity require to solve complex technical problems, the constant learning and master skills related to new technologies, and a sense of contribution and pride in their accomplishment. (Pawlowski, 2005)

Extrinsic rewards are rewards an employee gets from the employer such as praise, money, a promotion, or benefits, etc. For example, an employee works overtime because he or she wants to get more money or overtime payment (Pitts *et al.*, 1995).

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A survey also shows that the employees also satisfied with extrinsic factors, such as working environment, their co-workers and the professional work climate, benefits, job securities and flexible/normal work hours (Pawlowski *et al.*, 2005). Another study performed by Baer (2003), showed that extrinsic rewards were positive for employees occupying simple jobs and negative for employees having jobs that were difficult and challenging.

Financial rewards can be financial directly or indirectly. The employees can get directly financial reward such as wages, bonuses and profit sharing. They can also get indirectly supportive benefits such as pension plans, paid vacations, paid sick leaves and purchase discounts. (De Cenzo/Robbins *et al.*, 1996) Research shows that some employees are motivated by financial rewards and that money is a strong motivator for them. A survey that was conducted in Malaysian organizations found that most of the employees prefer to have a cash reward. (Rafikul, 2004).

Non-financial rewards such as having lunch with the boss of the company or preferred lunch hours, receiving the office furnishing, having a change to work with congenial colleagues, and achieving a desired work assignments or an assignments where the worker can operate without close supervision. Non-monetary rewards can help to build feelings of confidence and satisfaction in the employees. Research has revealed that non-monetary awards may be more rewarding than monetary awards to many

Employees (De Cenzo/Robbins *et al.*, 1996). According to a survey conducted in 2000 by Watson Wyatt to 410 North American companies and 3,600 of their top performers, the survey found that three commonly used non-monetary rewards by employers include advancement opportunities (76 percent), flexible work schedules (73 percent), and opportunities to learn new skills (68 percent) (Rowe, 2001).

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Recognition is also a strong motivator, because it is a normal human need to long for. Dubrin *et al.* (2004) states that ‘motivating others by giving them recognition and praise can be considered a direct application of positive reinforcement’. Studies conducted since 50 years ago have indicated that employees welcome praise for a job well done as much as they welcome a regular paycheck (Dubrin *et al.*, 2004). Recognizing an employee can be seen as expressing appreciation for his or her efforts, is a good and positive practice for both parts (Bowen, 2000). Recognition must be consistent, given in a regular basis, and most important, part of the organization. There are two kinds of recognitions: informal recognitions and formal recognitions.

Informal recognition can be described as an individual thing. It could be from a work partner to another, from a manager to his or her subordinate. Bowen *et al.* (2000) underlines some examples of informal recognition, as follows:

- 1) Time off with pay
- 2) Lunch “on the house”
- 3) Cards and letters for all occasions (Birthdays, Thank You Notes)
- 4) Certificates for outstanding service, ideas, top productivity (giving the extra Mile)

Formal Recognitions are concentrated from an organizational achievement perspective, where employees are recognized when they achieve organizational objectives, when they meet performance goals, solving departmental organizational problems (Bowen *etal.*, 2000). Bowen states that compared with informal recognition, the formal recognition programs lean to:

- 1) Look out over longer time horizons
- 2) Incorporate benchmarks, e.g., years of services or achievements, profit Objectives, etc.

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3) Be performed-based

4) focus on the value of the organization, e.g., employee commitment, market

Appreciation, investor loyalty, etc.

5) Be connected with the organization's compensation programs

6) Involve both reward and risk

7) Planned, rather than spontaneous

Nelson (2004) argues that formal recognition programs are an 'anachronism'. He suggests a more informal and collaborative approach.

4.2 Customer focus

This principle can be defined as the degree to which firms continuously satisfy customer needs and expectations (Philips et al., 1983). This construct was measured by a four-item scale developed by Zhang. In the coming years, the word 'customer' will take on a different meaning. The customer side of any business will be a major force in tomorrow's global markets. Dealing with these forces will require a new approach to designing managerial actions. Two major elements are expected to be the key focus of the future actions in regard to market dynamics. One is customer partnership, the other being reliable supplier source. Customer partnership will require that the business get closer to the customer, not just physically but in many other facets. This closeness should take the form of an enterprise wide sharing of ideas, actions, and other planning aspects. Essentially, it boils down to a business 'virtually' sitting at the door steps of the customer. Both parties, buyers and sellers, are to assume ownership of all actions that occur in the supply chain. Information, specifically the flow of information, will become an extremely crucial element for future success. All trading partners will have to facilitate synchronized flow of information in order to achieve a high degree of responsiveness to

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the ultimate customer. It is also expected, as suggested by our expert panel, that businesses will have to achieve a high degree of integration of processes between suppliers and their customers. This will call for totally new management thinking, i.e. a focus on global thinking perspective. The future supplier-customer partnership will yield a ``seamless entity`` that will feel no pain in responding to changes because it will be a ``seamless`` change. Managing quality will be replaced by managing change with quality.

4.3 Organizational culture

This principle refers to a set of values and guiding beliefs shared by members within an organization. It is not only able to change, guide and display but also give significant contributions by influencing the thought, feeling, interaction and performance within the organization (Yusof and Ali, 2000). This construct was measured by a four-item scale adapted from Lau and Idris (2001). Historically, there are numberless definitions about organizational culture, which is defined in many different ways in the literature. Perhaps the most commonly known definition is “the way we do things around here” (Lundy & Cowling, 1996).

Organizational culture is manifested in the typical characteristics of the organization, in other words, organizational culture should be regarded as the right way in which things are done or problems should be understood in the organization. It is widely accepted that organizational culture is defined as the deeply rooted values and beliefs that are shared by personnel in an organization. Ogbonna (1992) declaring that organizational cultures are the outcomes of ‘the interweaving of an individual into a community and the collective programming of the mind that distinguishes members ... it is the values, norms, beliefs and customs that an individual holds in common with other members of a social unit or group Another opinion from Bro Uttal (1983) who regarded organization culture as a system of shared values (what is important) and beliefs

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(how things work) that interact with a company's people, organization structures, and control systems to produce behavioral norms (the way we do things around here). In another perspective, culture may be considered as 'software' within an organization, since it is 'software', so, managers are supposed to study carefully and try to find how does each element of 'software' works on the basis of 'hardware' (simply regarding an organization as an operating hardware). Generally speaking, organization culture is the "set theory" of important values, beliefs, and understandings that members share in common, culture provides better (or the best) ways of thinking, feeling and reacting that could help managers to make decision and arrange activities of organization. A successful organization should have strong cultures that can attract, hold, and reward people for performing roles and achieving goals, whereas strong cultures are usually characterized by dedication and co-operation in the service of common values. So, how much does an employee involve for an organization at their best should be recognized clearly. Andrew Brown (1995, 1998) stated the definition of organizational culture in his book Organizational Culture is as follows:

"Organizational culture refers to the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviors of its members."

In contrast, other authors such as Schein (1985a) have suggested that culture is best thought of as a set of psychological predispositions (which he calls 'basic assumptions') that members of an organization possess, and which leads them to think and act in certain ways. So, Schein (1985, Ch.1) offers another approach to understanding the concept of organizational culture. For him, it is:

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“A pattern of shared basic assumptions that a group learns as it solves its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.”

4.4 Organizational trust

This principle refers to the extent to which the organization trusts their employees' capabilities and abilities to have control over their work, to run or to make changes to the organization (Noorliza and

Zainal, 2000). This construct was measured by a four-item scale developed by Lau and Idris (2001). Organizational trust which constitutes a major concept for organizational behavior. In the recent years, the growing importance of the concept of organizational trust for the organizations encouraged the researchers to conduct more detailed research concerning the concept. When the studies concerning organizational trust in foreign based literature were analyzed it has been observed that the topics covered include; the formation and results of organizational trust, its dimensions, characteristics, levels and the related concepts. Wekselberg (1996), analyzed organizational trust in terms of social climate within businesses. Mayer, Davis (1995), Gilbert, Tang (1998), Huff, Kelley (2003), Mollering, Bachman, Lee (2004), Axelrod (2004), Kayes (2004) and Brown, Erwin, Petkov (2006), investigated the definition of trust, its characteristics, trust and distrust, necessary conditions for obtaining organizational trust, levels of organizational trust and the relationship between trust and taking risks. M Smith and Birney (2005) investigated the dimensions of organizational trust in primary schools. While Saparito (2001) conducted a research on the formation and results of inter-organizational trust in the banking sector, Lafferty (2003) conducted a similar study on nurses. Smith (2002), studied organizational trust in view of

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organizational variables while Long (2002) investigated its formation in organizations. Smith (2005) examined the issue of structuring organizational trust in accounting departments. Wech (2002) and Steward (2004) investigated the relationship between leader- employee interaction and organizational trust and concluded that an organizational trust environment should be created for achieving a high quality leader-employee interaction. In their studies, both Lester and Brower (2003) and Joseph and Winston (2005) obtained findings which suggest that an environment of trust should be created in the organizations for attaining efficient leadership. Milligan (2003) studied the effects of organizational trust on leadership behaviors and commitment to organization. Wech (2001) investigated organizational trust considering leader-member interaction during teamwork. Appelbaum et. al. (2004) studied the impact of culture, leadership and trust in the institution of organizational citizenship behavior and concluded that trust has a major role in the institution of the mentioned behavior. Dolan, Tzafrir and Baruch (2005) investigated the relationship among organizational trust, organizational citizenship behavior and organizational justice and discovered the existence of a positive relationship between organizational justice and trust and asserted that organizational trust has a strong impact on the institution of organizational citizenship behavior. Conn (2004), Kickul, Gundry, Posig (2005) and Hubbell, Assad (2005) studied the relationship between trust and organizational justice and found out a reciprocal relationship between the two factors. Perry, Mankin (2007), Zalabak, Ellis, Winograd (2000), Gillis (2003) and Driscoll (1978) assert that organizational trust environment is an important factor for providing job satisfaction. Arino, Torre and Rin (2005) reached the conclusion that interpersonal trust relations and efficient social relations are important for strategic partnerships to be successful. Ferres, Connell, Travaglione (2005) and Chenhall, Smith (2003) investigated the importance of organizational trust in successful

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reorganization and strategic changes. The relationship of trust and partnership has been investigated in the context of England by Dietz (2004) and China by Child and Mollering (2003). Ramo (2004) studied organizational trust in virtual organizations. Laschinger and Finegan (2005) discovered a meaningful correlation between interaction justice and the trust toward management. According to Laschinger and Finegan: when the laborers feel that they cannot reach information on organizational decisions and applications this creates an anxiety that information is not disclosed to them and hence a decrease in the feeling of trust towards administration. Rehfeld (2001) evaluates organizational trust and emotional intelligence among the essential qualities of a leader in the 21st century. Jones (2001) investigated the relationship among organizational trust, learning and performance and asserted that organizational trust has a positive effect on learning and performance. Moreover, Musacco (2000) investigated the relationship between organizational trust and organizational productivity and found out a positive relationship between the two. Blevins (2001) studied the relationship among organizational trust and decision making, communication and cooperation in higher education institutions and discovered a reciprocal relationship. When the domestic literature on organizational trust, for instance, literature in Turkey, is taken into consideration the main focus is on organizational commitment, personnel reinforcement, the relationship of organizational justice and trust, and the trust between the employee and the manager. Küskü (1999) studied the factors that effect organizational trust and it has been observed that an obvious relationship does not exist between trust and the importance given by managers to new administration techniques, age, sex and education levels of employees, the period spent working for the organization and the existence of working experience in other organizations and personnel's belief in

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the possibility of promotion. İşbaşı (2000) analyzed the role of trust held by the employees towards their managers and their perspectives about organizational justice on the creation of organizational citizenship behavior in a tourism organization and discovered a positive relationship between organizational trust and organizational citizenship behavior. Varol and Tarcan (2001) studied the place of trust in organizational development and made recommendations concerning the establishment of trust in virtual teams. Tan and Tan (2000) studied the relationship between the feeling of trust in the employees towards the managers and the organization and ratified the existence of a positive relationship between the two. Kamer (2001) investigated the effects of organizational trust and organizational commitment on organizational citizenship behavior and observed a positive relationship between organizational trust and organizational commitment yet they assert that there is not a clear relationship between organizational trust and organizational citizenship behavior. Arı (2003) conducted a research for exploring the relationship between trust and personnel reinforcement in businesses and discovered a significant relationship between the two.

Demircan and Ceylan (2003) conducted a theoretical study for determining the institution of trust in organizations and its results. Yılmaz (2004) conducted a research on primary school teachers concerning the relationship between supportive leadership behaviors of school managers and trust and concluded that the supportive leadership behaviors of the the managers positively effects teachers' trust in managers. Yılmaz (2008) has developed a scale after investigating the validity and reliability of organizational trust scale in educational institutions. Arslantaş and Dursun (2008) studied the effects of ethical leadership behavior on the trust towards the manager and concluded that ethical leadership behavior has a direct effect over cognitive trust.

4.5 Teamwork

This principle refers to the extent to which the organization practices to increase employees' control in their work and allow them to work together. The practice allows employees at all levels to be more involved in the job and to work together company-wide (Norlina and Zainal, 2000). This construct was measured with a four-item scale developed by Zhang et al. (2000). Team competencies are also heavily discussed within the teamwork literature. Salas & Cannon-Bowers (2000) define team competencies as resources that team members draw from in order to function; they refer to what team members need to know, how they need to behave and what attitudes they need to hold (Salas, Cannon-Bowers, & Smith-Jentsch, 2001; cited in Salas, 2004). Knowledge-based competencies refer to what team members 'think' during team work performance; Salas & Cannon-Bowers (2000) suggest that knowledge-based competencies refer to the necessity of understanding facts, concepts, relations, and underlying foundations of information that a team member must have to perform a task; they cite cue-strategy associations, team-mate characteristics, shared mental models and task sequencing as examples of knowledge-based competencies. Skill based competencies refer to the things that team members 'do' during team work performance and, according to Salas & Cannon-Bowers (2000), are the necessary behavioral sequences and procedures required during task performance. Examples of skill-based competencies include adaptability, situational awareness, communication and decision making (Salas & Cannon-Bowers, 2000). Attitude-based competencies refer to what team members 'feel' during teamwork performance and are those affective components that are required during task performance (Salas & Cannon-Bowers, 2000). Examples of attitude-based competencies include motivation, mutual trust, shared vision, teamwork efficacy and collective orientation.

4.6 job satisfaction

Job satisfaction can be defined as an emotional reaction that “results from the perception that one’s job fulfils or allows the fulfillment of one’s important job values, provided that it is to the degree that those values are congruent with one’s needs” (Locke, 1976, p. 1307). This was operationalized by a five-item scale adopted from Wright and Cropanzano (1998) reflecting overall satisfaction with the job. Each item measured a dimension of the satisfaction constructs: degree of satisfaction with the work, co-workers, and supervision, total pay and promotional opportunities. Despite its wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact there is no final definition on what job represents. Therefore before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered. Different authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction are analyzed in the text that follows. Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964). One of the most often cited definitions on job satisfaction is the one given by Sector according to whom job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or

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dislike their job. That why job satisfaction and job dissatisfaction can appear in any given work situation. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place (Davis et al., 1985). Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his ore her job, particularly in terms of intrinsic motivation (Statt, 2004). The term job satisfactions refer to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al., 2008). Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not

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clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005). We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008).

Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in contemporary companies. When analyzing job satisfaction the logic that a satisfied employee is a happy employee and a happy employee is a successful employee. The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc. Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees. Second, the behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in

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turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

4.7 Relationship between Rewards and Recognition and Job Satisfaction

The relationship between job satisfaction and the work value and job rewards associated with six dimensions of work—intrinsic, convenience, financial, relations with co-workers, career opportunities and resource adequacy (Kalleberg, 1977). Reward and recognition are not significantly associated with employees' job satisfaction. However, reward and recognition have provided longer term, infrastructural benefits necessary for the continued improvement overtime, but with an indirect association towards employees' job satisfaction (Ooi, Bakar, Arumugam, 2005). Rewards are positively related to job satisfaction. In contrast, there was a weak relationship between reward and recognition and employees' job satisfaction. Reward and recognition was found to have insignificant contributions towards employees' job satisfaction. This indicated that both recognition and rewards required motivating effects on people at work. Further, aspects of emphasis on rewards such as fairness, opportunities for professional growth, high pay, and praise for good performance does not appear to influence employees' job satisfaction in this study. The present results are in contrast with the findings from previous study conducted by O'Driscoll and Randall (1999), in which he found that the rewards offered by an organization have a positive effect on employees' satisfaction towards their job and the organization for which they work (Ooi, Bakar, Arumugam, 2005).

This study illustrates there was a weak relationship between employees' job satisfaction with reward and recognition but they have positive relation. Reward and recognition was established to have insignificant contributions towards employees' job satisfaction.

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4.8 Relationship between Customer focus and Job Satisfaction

Customer focus has relation with job satisfaction. It has been revealed that employees are satisfied where they are encouraged to learn new things and recognized by their communication skills. Study has examined the relationship between the soft elements of critical success factors are influenced by soft elements activities such as culture, trust, teamwork, employment continuity, Customer focus, top management leadership for quality and continuous improvement (Lau & Idris, 2001). Upon realizing the importance of Customer focus, Zhang, Waszink, and Wijngaard (2000) said that employees should be considered as valuable and long-term resources worthy of receiving recognition based on their ability to attract customers throughout their career. Deming (1986) supports the importance of customer focus for continual updating and improvement process. Mann (1992) also added that many research results reveal that Customer focus are one of the most important elements in a successful organization.

4.9 Relationship between Organizational Culture and Job Satisfaction

Robbins, S.P (1996) contends whenever the individual demand is congruent with cultures, it will result in the highest job satisfaction. For example, the individuals with high autonomy and high achievement motives will result in higher satisfaction under the organizational culture with loose supervision and emphasis of achievement rewarding.

Within the research, Huang and Wu (2000) indicate the organizational culture of public business agencies will cause significant effect on organization commitment and job satisfaction. Among the cultural dimensions of result orientation, professional features, severe control and management and practical affairs, the said cultural dimensions show significantly positive effect on aggressive commitment and job satisfaction of employee. The closed systems will cause negative effect on every dimension within aggressive commitment and job satisfaction of employee. McKinnon et al. (2003) finds organizational cultural values of respect for people,

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innovation, stability and aggressiveness had uniformly strong association with affective commitment, job satisfaction and information sharing.

By reviewing previously mentioned scientific lectures, we can find most scholars' confirmation of the significant relationship between organizational culture and job satisfaction. It means organizational culture can actually affect the extent of job satisfaction. Thus, if employees show higher identity extent to organizational cultures, the level of job satisfaction shall be higher naturally. Therefore, organizational culture has a significantly positive effect on job satisfaction of employee.

4.10 Relationship between Organizational Trust and Job Satisfaction

Organizational trust is positively related to job satisfaction (Perry & Mankin, 2007). In addition, organizational trust was also found to have a positive contribution towards employees' job satisfaction. This suggests that employees require support and trust, from executives and management teams. It is important that management practice empowerment and trust their employees' capabilities to have control over their working lives. The results are consistent with previous research, which found that employees with high reciprocal trust had better opinions of their managers, and experienced higher satisfaction, involvement, well-being and commitment (Flaherty & Pappas, 2000; Norlina & Zainal, 2000; Gilbert & Tang, 1998; Cook & Wall, 1980). Trust has been linked to overall employee job satisfaction and perceived organizational effectiveness (Morley, Shockley-Zalabak, & Cesaria, 1997). Employees also can benefit from awareness of the importance of organizational trust. Increased job satisfaction, the ability to innovate, and the ability to identify with a successful organizational all are related to perceptions of trust (Zalabak, Ellis, & Winograd, 2000). Gilbert and Tang suggested that individuals who are satisfied with their work are more likely to trust management and the organization. Other

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researchers, however, have reported a positive relationship between work satisfaction and organizational trust and commitment. The reasoning underlying a possible relationship between work satisfaction and managerial and organizational trust is equivocal (Perry & Mankin, 2007).

Therefore, it is found that employees require support and trust, from executives and management teams and if they find it then employees was satisfied in there job. Higher level of organizational trust means higher level of employee job satisfaction.

4.11 Relationship between Teamwork and Job Satisfaction

According to Politis (2005), the relationship between job satisfaction and team performance is positive and significant. Job satisfaction results from attitudes (e.g. cognitive, affective and behavioral) that are evaluative statements – either favorable or unfavorable –concerning objects, people, or events (Robbins, 2003). Accordingly, these attitudes are important to team performance because they affect employees’ self-efficacy, task abilities, level of effort, and their satisfaction towards the job (Robbins, 2003). Noorliza Karia explains that, “Empowerment and teamwork” is the most important practice in enhancing employees’ job satisfaction, organizational commitment, career satisfaction, and job involvement. Effective team implementation enhances the motivational properties of work and increase job satisfaction. However, the job satisfaction of team members is determined by multiple factors such as the composition of the team, group processes within the team and the nature of the work itself (Campion et al., 1993; Gladstein, 1984).

In summary, it is understood that teamwork is an essential element in ornamenting employees’ job satisfaction. As team members see their own task in front of themselves along with their group members’ participation, they feel grateful. Thus, they are motivated from inside which results job satisfaction.

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5.0 Research questions

This study proposes to investigate the following research questions:

- 1) Is there any significant relationship between reward & recognition and job satisfaction in the context of Viyellatex LTD?
- 2) Is there any significant relationship between customers' focuses and job satisfaction in the context of Viyellatex LTD?
- 3) Is there any significant relationship between Organizational culture and job satisfaction in the context of Viyellatex LTD?
- 4) Is there any significant relationship between Organizational trust and job satisfaction in the context of Viyellatex LTD?
- 5) Is there any significant relationship between teamwork and job satisfaction in the context of Viyellatex LTD?

6.0 Hypotheses

- 1) There is a significant relationship between reward & recognition and job satisfaction in the context of viyellatex LTD.
- 2) There is a significant relationship between customer focus and job satisfaction in the context of viyellatex LTD.
- 3) There is a significant relationship between organizational culture and job satisfaction in the context of viyellatex LTD.
- 4) There is a significant relationship between organizational trust and job satisfaction in the context of viyellatex LTD.
- 5) There is a significant relationship between teamwork and job satisfaction in the context of viyellatex LTD.

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7.0 Development of Conceptual Framework

The conceptual framework for the proposed study is presented below:

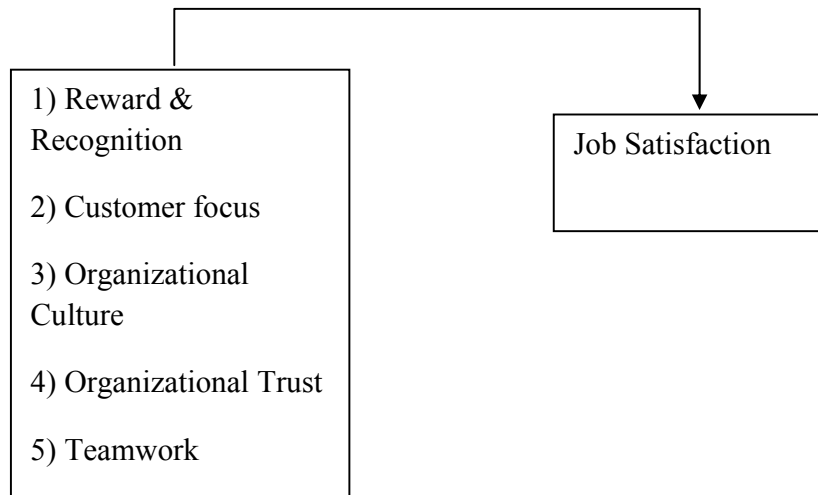


Fig: Conceptual Framework of Research Variable and their Relationships.

8.0 Operational Definition

Measured Variables	Operational Definitions
Reward& Recognition	Will be operationally defined by Juran and Gryna, 1993.
Customer focus	Will be operationally defined by Philips et al., 1983
Organizational trust	Will be operationally defined by Noorliza and Zainal, 2000
Organizational culture	Will be operationally defined by Yusof and Ali, 2000
Team work	Will be operationally defined by Noorliza and Zainal, 2000
Job satisfaction	Will be operationally defined by Locke, 1976

Operational Definition of Measured Variables

9.0 Research Methodology

9.1 Research Design

The representation of the proposed framework (figure 1) depicted the pattern and structure of relationships among the set of measured variables. The research questions and hypotheses clearly support this model. Hence, the purpose of the study is to measure correlations among variables. The present study will investigate the relationship between Reward & Recognition, Organizational culture, Organizational trust, team work, Customer focus and Job satisfaction within the context of Viyellatex LTD. in Bangladesh. Research that studies the relationship

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between two or more variables is also referred to as a correlation study (Cooper & Schindler, 2003). That is why a correlation research design has been selected in order to find out the appropriate answers to the research questions and to test the hypotheses. The model (Figure 1) also suggests this type of design. Here Reward & Recognition, Organizational culture, Organizational trust, Team work, Customer focus are being considered as independent variables and Job satisfaction is being considered as a dependent variable. The research will use a correlation study to establish the existence of relationships between the measured variables. In this research, the researchers intend to identify whether any relationships exists between these measured variables or not. A Correlation study provides a measure of the degree between two or more variables. Therefore, the present study will be characterized as a correlation study.

9.2 Research Approach

To investigate research questions, the researchers will gather information by providing questionnaire to all the corporate employees of Viyellatex LTD. All the participants will be given a letter from the researchers explaining the context of the research focus. All participation will be voluntary. If the participants want to withdraw, they will be free to do so at any time.

9.3 Sampling Method

The study will be conducted only in the corporate branch due to time and budget constraints. The population would be all the corporate employees of Viyellatex LTD. Based on the study's focus, samples will be taken only from the corporate branch.

First of all, as the employee listing could be drawn, probability sampling technique would be appropriate to draw a sample from the sampling frame. In this regard, for the current study a simple random sampling method would be utilized. Cooper and Schindler (2003) stated that in this type of probability sampling method each population element is known and has an equal

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chance of selection. Many researchers also followed the similar sampling method in their respective studies for instances (Ranaweera & Prabhu, 2003; Andreas, 2001; Sharma & Patterson, 2000). According to the Official documents Viyellatex has over 16000 workers and employees. In an advanced statistical book Zikmund (1994) stated that if the population size is close to 30,000, most likely under 95% confidence level the representative group for that population would be 320 i.e., the sample size. Moreover, in previous research which were conducted on Viyellatex, the researchers had use a sample size of 200-400 (Souchon, Thirkell, & Too, 2000; Feick & Lee, 2001). Hence, the sample size of the current study would be 100.

9.4 Survey Instrument

To gather data, the researchers will use questionnaires. The questionnaire survey is the most effective method for this study to collect the data for the following reasons-

- Respondents anonymity can be maintained
- The researchers will conduct survey on 100 respondents. It will not be possible to conduct personal interview because of time limitation. Therefore, a questionnaire survey will be the most appropriate one for the current study.
- The postal system of the country is very slow. Hence, mail survey will be time consuming for this study.
- The Internet facility is not widespread in our country. Therefore, online survey will also be inappropriate for the study.
- The data gathered through questionnaire is easy to put in quantitative analysis.
- It takes less time to fill up a questionnaire. Therefore, the customers will not be reluctant in providing accurate data.

A Structured questionnaire will be used in this study to collect data from employees. The researchers will utilize one set of questionnaires to measure the variables. In the questionnaire,

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there will be four sections which are Reward&Recognition, Organizational culture, Organizational trust, Team work, Customer focus and finally Job satisfaction.

Reward & Recognition will be measured by using 3 items (Section I, question 1 to 3) developed by Juran and Gryna, 1993. Questions from 1 measures the reliability of the service, question 2 will determine the focus, 3 determine responsiveness, 1 to 3 measures the assurance . This scale was used by Juran and Gryna, 1993 and has reported the reliability of this variable exceeded 0.981. Customer focuses this scale was used by Philips et al., 1983 and has reported of the reliabilities of the items are above 0.70.

All the other independent variables will be measured by using 3 Questions. The scale were used by Yusof and Ali, 2000, and by Noorliza and Zainal, 2000 has reported reliabilities of the items to be above 0.86 on an average.

The Job satisfaction will be measured by using 3 items developed by Locke, 1976. This scale has reported that the reliabilities of the items are above 0.981.

However, for all of these constructs, items are adopted in the context of Viyellatex LTD. in Bangladesh for the sake of simplicity to measure appropriately, which are developed by the previous researchers. For all of these variables, the previous researchers have used 5 points Liker scale starting from 1 for strongly disagree to 5 for strongly agree. Therefore, the researchers of present study will also use 5 point Likert scale to measure all these variables.

9.5 Data collection

The present research is a unique one for Viyellatex LTD. As a result, a secondary source of data will not be available for the present study. Therefore, the researchers will require primary data to

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investigate research questions. To collect data from the primary sources, the researchers will use the questionnaire survey method. This method is commonly used in consumer surveys to collect data from primary sources. That means the questionnaire will be distributed among the customers through the researchers' friends and relatives (Lau & Ng, 2001). Numerous reasons accounted for the choice of this research method. First, it allows large amounts of information to be obtained at a relatively low cost. Second, more accurate responses are obtained because interviewer bias is avoided. Finally, the number of non-usable questionnaires is reduced since the personal contacts tend to make respondents more cooperative in completing the questionnaires.

9.6 Data analysis procedure

First of all, Pearson's Correlation analysis will be used to find out whether any relationship exists between the independent and dependent variables. A Correlation analysis is the statistical tool that can be used to describe the degree to which one variable is linearly related to another (Levin & Rubin, 1998).

Since the proposed study is a correlation study, after collecting the data the researchers will use a correlation matrix to identify whether the relationships exist between the measured variables or not. The researchers are interested in finding out whether the conceptually newer measured variables add anything to the dependent variables compared to older variables. Stevens (1996) stated that if an investigator wishes to determine whether some conceptually newer measures add anything to the dependent variables compared to older, it is appropriate to use stepwise regression. Moreover, the effort to screen out redundant variables during the model building process and to provide a model in which all variables, individually and collectively, provide a meaningful contribution toward the explanation of the response variable (dependent variable)

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can be accomplished by using a stepwise regression analysis option (Mendenhall, Reinmuth, & Beaver, 1989).

Hence, stepwise regression will be the most effective tool to analyze the data to find out whether the conceptually newer measured variables add anything to the dependent variables compared to older variables.

For the current study, the Statistical Package for Social Science (SPSS) software version 16 will be utilized by the researchers as a statistical data analysis tool as it offers greater feasibility in data analysis and visualization.

10.0 Results

Table 1:

Impact of Gender of the Respondents on Job Satisfaction.

Gender	Frequency	Percentage	Mean
Male	85	85%	3.83
Female	15	15%	3.90

As illustrated in the table above, 85. % of the respondents was male and 15% of the respondents were female. The mean response of both the gender group did not vary significantly. In fact it was very close to 4 which indicate that they agreed to job satisfaction.

Descriptive and correlations statistics among studies variables are listed in Table 3 and 4. The reliability coefficients, means, and standard deviations of all the constructs in the currents study are displayed in Table 3. The coefficient Alphas for the different constructs was computed using

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the reliability procedure in SPSS (version 16.0). Nunnally (1978) suggested that for early stages of research the reliability of .50-.60 is sufficient. The reliabilities of all the constructs in this study found to be above the standard set by Nunnally (1978).

Table 2:

Reliability Coefficient and Descriptive Statistics of Job Satisfaction, Organizational Trust, Team Work, Reward and Recognition, Organizational Culture, and Customer focus.

Scale	Items	Alpha	Mean	Std. Deviation
Job Satisfaction	5	0.79	3.84	0.44
Organizational Trust	3	0.55	3.44	0.38
Team Work	3	0.69	3.56	0.41
Reward and Recognition	4	0.76	4.06	0.39
Organizational Culture	4	0.61	3.93	0.29
Customer focus	4	0.81	4.24	0.45

Mean score have been computed by equally weighting the mean scores of all the items. On a five-point scale, the mean score for employees' job satisfaction is 3.84 (sd = .44). The mean score for organizational trust is 3.44 (sd = .38). The mean score for team work is 3.56 (sd = .41). The mean score for reward and recognition is 4.06 (sd = .39). The mean score for organizational culture is 3.93 (sd = .29). The mean score for Customer focus is 4.24 (sd = .45).

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Table 3:

Correlation Matrix for Job Satisfaction, Organizational Trust, Team Work, Reward and Recognition, Organizational Culture, and Customer focus.

	JS	OT	TW	RR	OC	ET
Job Satisfaction	-	0.411**	0.421**	0.568**	0.462**	0.541**
Organizational Trust		-	0.390*	0.124	0.365*	0.076
Team Work			-	0.448**	0.044	0.470**
Reward and Recognition					0.357*	0.660**
Organizational Culture					-	0.224
Customer focus						-

Note: * $p < .05$. ** $p < .01$.

A correlation analysis was conducted on all variables to explore the relationship between variables. The bivariate correlation procedure was subject to a two tailed of statistical significance at two different levels highly significant ($p < .01$) and significant ($p < .05$). The result of correlation analysis for all the variables is shown in Table 4. It examines the correlations among employees' job satisfaction, organizational trust, team work, reward and recognition, organizational culture, and Customer focus. The variables with significant correlation with job satisfaction were organizational trust ($r = .411$, $p < .01$), team work ($r = .421$, $p < .01$), reward and recognition ($r = .568$, $p < .01$), organizational culture ($r = .462$, $p < .01$), and Customer focus ($r = .541$, $p < .01$). Organizational trust was found significantly correlated with team work ($r = .390$,

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$p < .05$), and organizational culture ($r = .365$, $p < .05$). Organizational trust did not show any significant correlation with reward and recognition, and Customer focus. Team work was significantly correlated with reward and recognition ($r = .448$, $p < .01$), and Customer focus ($r = .470$, $p < .01$) while it did not show any significant correlation with organization culture. Reward and recognition was significantly correlated with organizational culture ($r = .357$, $p < .05$), and Customer focus ($r = .660$, $p < .01$) while organizational culture did not have any significant correlation with Customer focus.

Table 4:

Stepwise Regression on Job Satisfaction.

Variable	R^2	ΔR^2
Step 1		
Reward and Recognition	.323	
Step 2		
Reward and Recognition	.441	.118
Organizational Trust		
Step 3		
Customer focus		
Organizational Trust		
Organizational Culture	.523	.082
Team Work		
Reward and Recognition		

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Results from the regression analysis in Table 5 indicate that all the variables together explained about 52% of variance in job satisfaction. Individually, reward and recognition can explain about 32% of variance in job satisfaction and organizational trust can explain about 11% of variance in job satisfaction. Customer focus, organizational culture, and team work together can explain about 8% of the variance in job satisfaction.

11.0 Interpretation of the findings

1. There is a significant relationship between Reward & Recognition and Job satisfaction in perspective of Viyellatexgroup LTD.

The result of the correlation analysis signifies that the Reward & Recognition ($r=.568$) is having a moderate relationship with the Job satisfaction in perspective of Viyellatexgroup LTD. And their relation is statistically significant. Thus, the result of correlation analysis supports the hypothesis.

2. There is a significant relationship between Customer focus and Job satisfaction in perspective of Viyellatexgroup LTD.

The result of the correlation analysis signifies that the Customer focus ($r=.541$) is also having a moderate correlation relationship with the Job satisfaction in perspective of Viyellatexgroup LTD and their relation is statistically significant. Thus, the result of correlation analysis supports the hypothesis.

3. There is a significant relationship between Organization culture and Job satisfaction in perspective of viyellatexgroup LTD.

The result of the correlation analysis signifies that the Org. culture ($r=.462$) is having a moderate correlation relationship with the Job satisfaction in perspective of Viyellatexgroup LTD. But their relation is statistically significant. Thus, the result of correlation analysis supports the hypothesis.

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4. There is a significant relationship between Organizational trust and Job satisfaction in perspective of Viyellatexgroup LTD.

The result of the correlation analysis signifies that the Org. trust ($r=.411$) is having a moderate relationship with the Job satisfaction in perspective of Viyellatexgroup LTD and their relation is positive and statistically significant. Thus, the result of correlation analysis supports.

5. There is a significant relationship between Teamwork and Job satisfaction in perspective of Viyellatexgroup LTD.

The result of the correlation analysis signifies that the teamwork ($r=.421$) is having a moderate relationship with the Job satisfaction in perspective of Viyellatexgroup LTD and their relation is statistically significant. Thus, the result of correlation analysis supports the hypothesis.

12.0 Recommendations

From the Assessment of the research hypothesis part, it is shown that Reward & Recognitions and Customer focus has a positive and significant relationship with Job satisfaction. But other three independent variables are moderately related with Job satisfaction. It shows that the employees of Viyellatexgroup LTD. are less satisfied with Organization culture, Trust and teamwork. In this case company can give extra effort on those three criteria's to increase employees Job satisfaction

13.0 Limitations of the study

The researcher realizes that there are some limitations that must be considered in future investigation. Data was collected at a single point in time, which does not allow for changes in perceptions and attitudes over time. The data was collected on a cross sectional basis rather than

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longitudinal basis. This will give insight through a 'snap shot' view, but not an ongoing picture of the changing scenario. There were many chances that all the respondents will reluctant to fill up the questionnaire. In the base article, the questionnaires are not arranged according to the variables. For this, the researchers had to find questionnaires from different articles.

Desirability biases from the respondents might also take place. The research was limited only in one company, thus sample size was very small to present the proposed scenario. The results could be different if people from outside metropolitan cities were brought under consideration. Time constraint may lead to get narrower outcomes.

14.0 Significance of the study

The present study is noteworthy in various aspects. First of all, a previous study was conducted on some of the measured variables (Reward & recognition, Customer focus, Organizational culture, organizational trust, Team work and Job satisfaction) in India (Aydin Textiles LTD. et al., 2005). It was not used in the developing countries like Bangladesh. Furthermore, Ribbink et al. (2004) conducted a research, which attempted to discover the relationship between reward & recognition and the Job satisfaction in china. The proposed study investigates whether correlations exist between Reward & recognition, Customer focus, Organizational culture, Organizational trust, Team work and Job satisfaction In ViyellatexLTD. This research attempts to identify the determinants of reward & recognition that drives employee's job satisfaction towards organization. Will identify the factors that add to job satisfaction, what are the factors to be looked after to get a better job satisfaction rate with the department. Also will provide the scope of further studies in this field.

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The present study will aid the Viyellatex management to enhance better understanding about the existing needs and wants. Therefore, from the company's perspective they would come up with new ways to satisfy the existing employees for example improving Job satisfaction (which is the dependent variable in this study). In addition to it, ultimately it will push the employees of viyellatex reach for the cherished goal that is "To be the most regarded company in RMG sector by 2015".

Research Timeline

2012	February	Research Proposal Writing
2012	March	Literature Review
2012	March	Development of conceptual frame work
2012	April	Data collection procedure
2012	April	Data analysis and interpretation of the findings
2012	22 nd April	Final drafts of complete manuscript.
2012	29 th April	Submission of research paper

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“Appendix 1”

Research Questionnaire

Questionnaire for job satisfaction:

1= **Strongly Agree** 2=**Agree** 3= **Neutral**

4=**Disagree** 5= **strongly disagree**

1) In which department do you work?

a) Co. finance b) ISS c) HRM D) Commercial

2) Do you agree that the salary structure of your company justifies your talent?

a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly disagree

3) Do you agree that the benefits provided by the company matches the standard?

a) Strongly agree b) Agree c) Neutral d) Disagrees e) strongly disagree

4) Do you agree that other benefits (Provident fund, Retirement plan, Medical insurance etc.) provided by the company is adequate?

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

5) Your career progression at the company is good thus far?

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

6) Your possibilities for future career progression at the company are good?

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

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7) Do you agree that The Company clearly convey its mission to its employees?

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

8) Do you agree that the company clearly convey its mission to its clients?

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

9) Do you agree with the company's overall mission?

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

10) Do you agree that your job is fully aligned with the company's mission?

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

11) Do you agree that the company's culture matches the corporate standard?

a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly disagree

12) The working environment of the company is good.

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

13) Do you agree that your job gives you the opportunity to gather knowledge?

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

14) Do you agree that the tools& resources provided by the company are sufficient to do the appointed job?

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a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

15) The amount of work assigned to you is reasonable.

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

16) It is easy to get along with the colleagues.

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

17) The moral of the department is high.

a) Strongly agree b) Agree c) neutral d) Disagree e) Strongly disagree

18) People of your department communicate sufficiently with one another.

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

19) Your senior's have a positive effect on your job satisfaction.

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

20) To what extent do you agree with the following statement: I would recommend this company as a good place to work?

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

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“Appendix2”

Impact of Gender of the Respondents on Job Satisfaction:

Gender	Frequency	Percentage	Mean
Male	85	85%	3.83
Female	15	15%	3.90

Reliability Coefficient and Descriptive Statistics of Job Satisfaction, Organizational Trust, Team Work, Reward and Recognition, Organizational Culture, and Customer focus.

Scale	Items	Alpha	Mean	Std. Deviation
Job Satisfaction	5	0.79	3.84	0.44
Organizational Trust	3	0.55	3.44	0.38
Team Work	3	0.69	3.56	0.41
Reward and Recognition	4	0.76	4.06	0.39
Organizational Culture	4	0.61	3.93	0.29
Customer focus	4	0.81	4.24	0.45

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Correlation Matrix for Job Satisfaction, Organizational Trust, Team Work, Reward and Recognition, Organizational Culture, and Customer focus.

	JS	OT	TW	RR	OC	ET
Job Satisfaction	-	0.411**	0.421**	0.568**	0.462**	0.541**
Organizational Trust		-	0.390*	0.124	0.365*	0.076
Team Work			-	0.448**	0.044	0.470**
Reward and Recognition					0.357*	0.660**
Organizational Culture					-	0.224
Customer focus						-

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Stepwise Regression on Job Satisfaction.

Variable	R^2	ΔR^2
Step 1		
Reward and Recognition	.323	
Step 2		
Reward and Recognition	.441	.118
Organizational Trust		
Step 3		
Customer focus		
Organizational Trust		
Organizational Culture	.523	.082
Team Work		
Reward and Recognition		